



IV. Planning Process

Process Goals. This plan should help to realize several key goals:

"FILLING THE GAP"

Establish a mixed-use, destination-oriented development program and strategy (consistent with transit oriented development guidelines) for key vacant and existing historic sites between the historic Lincoln and Howard Theatres.

"FITTING IN"

Create a site plan and massing scenario that defines a new neighborhood and regional center of mixed use development along 7th Street/Georgia Avenue and Florida Avenue that meets the needs of the local community but also attracts residents from the surrounding area and visitors;

"MAKING IT DOABLE"

Determine a detailed implementation strategy that outlines the roles and responsibilities of stakeholders and includes specific recommendations for future development; and

"DEMONSTRATING BENEFITS"

Outline the fiscal and economic impact of new investment on zoning; total area projected for retail development; estimated production of full-time jobs and temporary construction jobs; estimated sales tax revenues (where possible); and number of potential market rate and affordable rental and ownership opportunities.

Community Involvement. The process involved an Advisory Committee of neighborhood associations, Advisory Neighborhood Commissioners, Main Street directors, institutional leaders, community development corporations and Councilmember representatives. The Office of Planning met with Advisory Committee members prior to each community meeting to solicit their input about project findings. Advisory Committee members were also helpful in getting the approximately 500 stakeholders to attend the five (5) community meetings that were a part of this process. During those community meetings, area residents, property and business owners, institutional

stakeholders and others had an opportunity to review and provide input on technical analysis and the direction of the planning effort.

Primary Community Directives to the District and others.

Community interest in this planning process grew from meeting to meeting as many organized outside OP sponsored meetings to make clear statements about issues facing them. Primary community directives were:

1. To produce more affordable and adequate housing;
2. To provide affordable opportunities for local business development and assistance for existing merchants;
3. To restore the Howard Theatre to long-term use;
4. To create diverse apprenticeships & living wage job opportunities for the area's residents.

Development Goals. The previous directives were not the only input provided by the community. The Office of Planning began the planning process engaging stakeholders in a discussion about development goals. The Development Goals are organized into seven (7) broad categories:

Land Development, Design and Preservation
Public Realm
Transportation, Transit and Parking
Cultural Heritage
Retail Environment
Community Development
Fiscal Feasibility

Each category has specific development goals under each heading. These Development Goals were used to shape the framework for development recommendations for the Project Area:

Land Development, Design and Preservation

1. Develop Square 0441 as an anchor for the Destination District and for the 7th Street / Georgia Avenue Corridor;
2. Enhance and respect the character and quality of life of the existing neighborhoods and their historic resources.

3. Take advantage of transit-oriented development (TOD) in this dual Metro station area by maximizing density and intensity of land development.
4. Be forward-thinking and progressive in the design of new and infill projects and the public realm by integrating innovative design solutions with historically significant structures.
5. Reinforce the sustainability of retail and destination uses with complementary development.
6. Develop 20 to 30 percent affordable housing in residential development, particularly on publicly owned land.
7. Encourage more commercial development to strengthen daytime activities and customer base.

Public Realm

8. Create a safe, interesting and attractive streetscape environment with outdoor leisure and entertainment options.
9. Develop ground floor retail/entertainment uses that actively enliven the public realm.
10. Optimize pedestrian access to and among attractions in the destination district with appropriate signage.
11. Maintain an aggressive clean and safe campaign in conjunction with the area's DC Main Street districts.

Transportation, Transit and Parking

12. Maximize the use of transit resources and expand the range of transportation modes (i.e. shuttles, bicycles, light rail, etc.)
13. Right-size parking to give priority to transit while accommodating project generated parking demands.
14. Seek opportunities to develop a shared or joint parking strategy for the area, maximizing off-street parking as possible.
15. Manage off street service, loading and tour buses to reduce impact on surrounding neighborhoods.
16. Incorporate public parking for vehicles and bicycles within the destination district.

Cultural Heritage

17. Restore the Howard Theatre as a cultural destination, building upon its historic significance.

18. Provide physical locations for cultural heritage interpretation.
19. Incorporate cultural heritage in public art, plazas and other elements to create a cohesive and dynamic streetscape, especially at "Ellington Plaza" (T Street between 7th and Florida Avenue.)
20. Build upon and promote the area's African-American heritage and attractions, i.e. African-American Civil War Memorial, Black Fashion Museum, etc.

Retail Environment

21. Encourage a mix of national and unique, locally-owned retail establishments on 7th Street, 9th Street, U Street and Florida Avenue.

Community Development

22. Involve the community.
23. Involve youth in all aspects of redevelopment, including at the Howard Theatre.
24. Maximize economic opportunities for businesses and landowners.
25. Create training and employment opportunities for area residents with particular focus on jobs that pay living wage rates.
26. Consider strategies to proportionately enhance the use of private commercial properties.

Fiscal Feasibility

27. Promote dense, compact development through zoning and historic preservation regulations.
28. Balance District-wide and community use needs, benefits and interests with economic value on public owned land.
29. Partner with qualified and accomplished private, not-for-profit and/or other public sector investors to achieve exemplary mixed-use projects.
30. Maximize, to the fullest extent possible, revenue producing opportunities.





V. Market Analysis - Overview

The Project Area’s strong cultural history as “Black Broadway” offers many opportunities for revitalization as a neighborhood destination district. The area’s development potential will combine demand from existing residents and businesses with that generated by new resi- dents moving into the area--attracted by the district’s location, Metro access and historic housing resources. Market analysis was prepared to examine trends and quantify the potential for entertainment, arts, housing, office, retail and hotel development.

Entertainment and Arts Potentials

PETR Productions evaluated a number of alternative uses for restor- ing the Howard Theatre to a vital cultural use, including a 1,300-seat theater; a smaller theater of less than 500 seats; a larger theater of more than 2,000 seats; a community and visitor center; a museum; a movie cineplex; and a mixed-use entertainment center. The evalua- tion considered the extent and performance of other arts and enter- tainment facilities in the city and focused on the following criteria:

- A. Capitalizes and focuses on the theater’s historical significance as a major venue for African American entertainers;
- B. Conforms to the building’s structural constraints and its des- igation as a National Historic Landmark that is located with- in an historic district;
- C. Is economically feasible (required investment and financing is met by operating cash flows);
- D. Anchors proposed destination district, thereby creating enhanced neighborhood activity and development;
- E. Attracts a diverse non-resident audience and plays a promi- nent role in the community’s art and cultural life;
- F. Lives in harmony with the Lincoln Theatre; and
- G. Minimizes environmental impact on the surrounding neigh- borhoods.

Given these objectives and weighted evaluation, the best option for sustainable reuse of the Howard Theatre is as a music performance venue for 500 to 600 persons with fine dining and beverage service. This approach has worked very successfully at Green Dolphin Street in Chicago and Storyville in New Orleans. The Theatre’s exterior should be restored to approximate its 1910 appearance and the inter- ior reconfigured to support these functions and to include a muse- um about the Theatre’s history.

Though the Project Area has a number of destination uses (e.g., Lincoln Theatre, Howard Theatre, African American Civil War Memorial, Bohemian Caverns), it lacks the critical mass essential to a successful destination district. **The area needs other major entertain-**

ment anchors, preferably two, to reinforce the district as a destination for tourists and regional residents. The ideal locations for such anchors would be the Housing Finance Agency site at 9th Street and Florida Avenue and the WMATA/Howard University CVS site.

Other entertainment opportunities include:

- A. More dining, entertainment, and retail uses, such as niche food and beverage outlets (e.g., ethnic restaurant, single prod- uct – smoothies); live performance music clubs (e.g., jazz, hip hop); a large live entertainment venue (approx. 5,000 seats); and lifestyle retail (e.g., parenting, arts and crafts, do it your- self-oriented).
- B. Facilities to support annual neighborhood interaction and socialization, such as outdoor performance/gathering areas (e.g., amphitheater, bandstand, plaza, etc.); an open market (e.g., farmer’s, flea, etc.) facility; and a community visitor/cultur- al center for residents and visitors.
- C. Other complementary uses such as a rental facility with catering capabilities, a music heritage museum, and adult/con- tinuing education facilities in the fine and performing arts.

To achieve its full potential as an entertainment destination, the Project Area needs physical and visual links to other district “magnets”, improved vehicular access and improved safety and cleanliness.

Housing

Currently, the strongest market demand in the Project Area is for new housing. Many singles and childless couples are being attracted by the availability of historic rowhouses and newly constructed condomini- ums and apartments in the area. Coupled with low interest rates, this heightened demand has led to rapid price increases. New condos built at Metro stations could achieve prices of \$375,000 to \$475,000 (\$450 to \$500 per square foot). Demand could support a total of 815 units in the next five years.

The current economics of developing rental housing do not favor new construction of market-rate apartments at this time. Low mortgage interest rates and rapid housing appreciation have encouraged many renters to buy homes at the same time that several new apartment developments have opened in and near downtown.The Project Area could support an estimated 160 to 320 units over the next 10 years once mortgage interest rates increase again, leading more households to seek rental housing.

Affordable Housing

The same high housing values that will support and encourage reinvestment and development in the Project Area are making it more and more difficult for long-time residents to stay in the area, particu- larly low-income renters. Preserving the community’s people as well as its houses and structures demands significant new development of affordable housing units and preservation of existing subsidized units. The Convention Center Area Strategic Development Plan provides more detailed information about affordable housing issues in Shaw.

Public and private sites within this Project Area should be developed to accommodate a percentage of very affordable units.

Retail

The Project Area currently includes two distinct retail areas: U Street from 15th to 10th Streets NW and 7th Street from W to T Streets. In the future, retail from 13th to 10th Streets should build on the retail successes further west on U Street and 14th Street. This por- tion of the study area could support 38,000 to 50,000 square feet of retail space with about one-half in general merchandise, apparel, fur- nishings and other “shoppers goods.” Rents of \$25 to \$35 per square foot are likely, which could force some current businesses to move or close unless they can receive assistance and resources to achieve higher sales or preferred rents.

Future retail development in the 7th Street corridor will depend on resolving the street’s safety and maintenance issues. With renovation of the Howard Theatre and/or addition of an arts event use(s), the area could flourish as a restaurant district. T Street from 7th Street to Florida Avenue is particularly suited for sidewalk cafes and other restaurants. The 7th Street/Georgia Avenue retail should emphasize restaurants, cafes and take away food (30,000 to 35,000 square feet) with smaller components of personal service and convenience goods (3,000 to 7,000 square feet) and shoppers goods (12,000 to 23,000 square feet).

The Howard Town Center project is proposed to include a major grocery store, a relocated CVS drugstore and other neighborhood- serving retailers. If this development does not proceed, these anchors should be located elsewhere in the neighborhood near Howard University north of Florida Avenue.

To support this retail demand and strengthen the market position of existing and future retailers in this area, the following actions should be taken:

- A. Establish recognizable, consolidated retail districts associated with a shopping or dining task;
- B. Seek a comprehensive parking solution with well-maintained and well-lit parking available to the public;
- C. Restore realism to the retail real estate market by educating landlords about supportable rents and discouraging them from holding their properties vacant and off the market in anticipation of high rents in the future; and
- D. Quickly establish a safe, maintained, and possibly managed environment.

Office

The Project Area is a secondary office market, which will attract primarily institutional tenants, non-profit organizations, professional offices and other neighborhood-serving businesses. As in many parts of the city and region, the market will not justify speculative office

space. Any major new office development will need to have signed leases before beginning construction. Leases from the District Government and Howard University could potentially support con- struction of office buildings with additional space for other businesses or organizations. Current rents range from \$28 to \$34 per square foot for newly developed or renovated office space.

Hotel

The Project Area offers proximity to Howard University & Hospital, the new Convention Center and Downtown, but currently it does not offer the range of amenities that tourists and other guests seek when they choose a hotel. The failure of hotel ventures, such as the Howard Inn, illustrate the need to merge business and institutional hotel demand with significant tourist and visitor demand tied to the surrounding residential neighborhood. In the longer term, when the area develops as an enhanced entertainment district with new ameni- ties, a new hotel of 100 to 200 rooms could be supported.

Find both market analyses for the “Uptown Destination District” and “Convention Center Area Strategic Development Plan” on the Office of Planning website: planning.dc.gov. Look under Project Summaries.

VI. Public Sites Overview

Several public sites can be used in achieving the area’s development potential. Development potential of select sites are illustrated within this Framework. Private sites should be challenged to adhere to simi- lar development targets, objectives and guidelines. Public sites are:

District Government - Buildings (B) and Land (L)

Howard Theatre, 620 T Street NW, 15,000 SF (B)
Bond Bread, 2114 Georgia Ave NW, 39,072 SF (L)
SSL 2877 0062 and 0972, 8th St NW, 11,673 SF (L)
SSL 2877 0977, Georgia Avenue NW, 2,733 SF (L)
Grimke School, 1925 Vermont Ave NW - 46,100 SF (B)
Lincoln Theatre, 1215 U St NW - 14,544L SF (B)
Parking Lot, 900 Block U St NW - 5,872 SF (L)

National Capital Revitalization Corporation (NCRC)- Land

RLA Parcel 33, Square 0441, 7th & S Streets - 35,189 SF
RLA Parcel 26, Square 0419, 1744 7th St NW - 2,375 SF
RLA Parcel 42, Square 0442, 1705-7 7th St NW and
637 Rhode Island Avenue NW - 17,008 SF

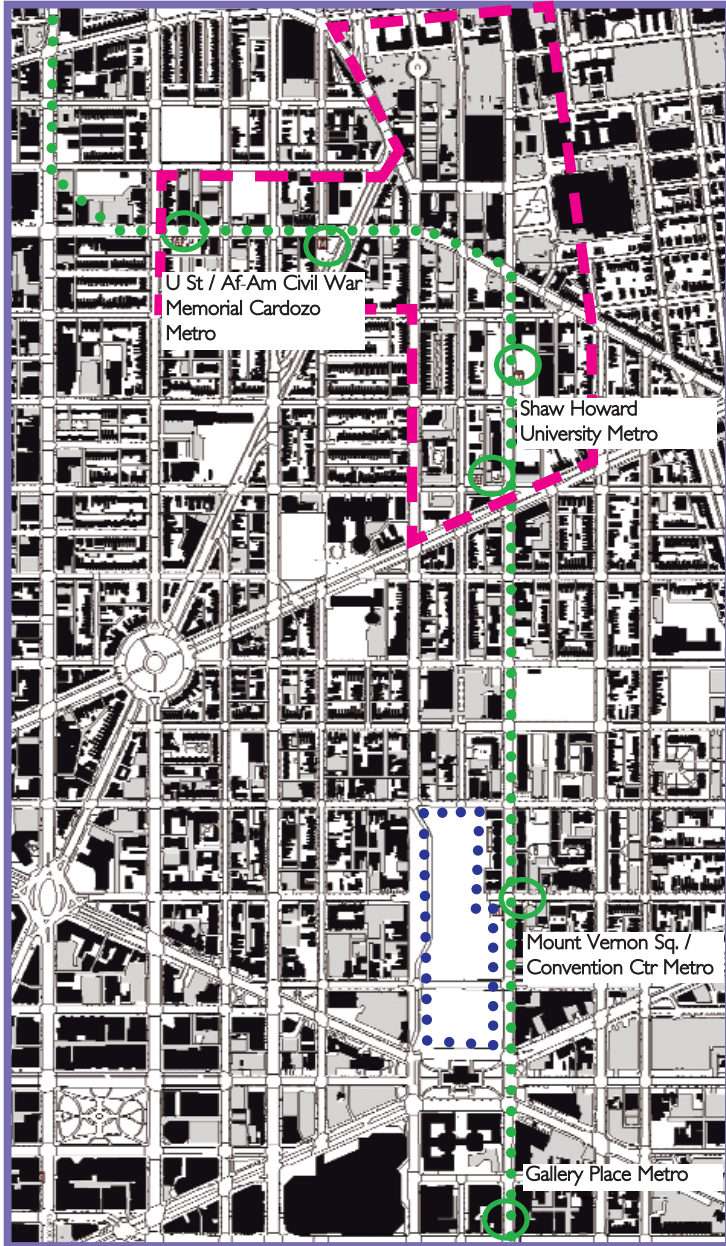
Washington Metropolitan Area Transit Authority (WMATA)

Air Rights - Shaw Metro - Square 0441 - 4,200 SF (L)
8th/Florida - SE corner - 8,621 SF (L)
8th/Florida - SW corner - 15,956 SF (L)
9th/Florida - SE corner - 3,799 SF (L)

DC Housing Finance Agency - Land

815 Florida Avenue - 29,372 SF

TOTAL PUBLIC OWNED : approx. 6 acres (251,514 SF)



Proximity to Convention Center & Downtown Washington, DC.

II. Public Policy & Placemaking

Several District-wide policies and initiatives have been or are important to this planning process. Those policies and initiatives include:

Public Land Disposition Requirements. The Executive and the Legislative Branches of District Government maintain an agreement that public amenities are created as public lands are let for private or not-for-profit development. Public amenities on any one site may include some combination of the following: a minimum of 20-30% of total residential units at "affordable" rents or sale prices, local business development opportunities, cultural use set asides, public parking and jobs/apprenticeships for local residents.

CHALLENGE: Public amenities are typically subsidized by various District agencies. Achieving a common set of public amenities applicable to each site will be difficult. Public amenity subsidies will likely need to be weighted on a case by case basis in the context of the overall Project Area and on both public and private sites.

Private Sites. Because of their location or adjacency, there are non-public sites that are of-interest in achieving implementation of this plan to meet the development goals. Those non-public sites are:

Howard University - Land

CVS Site, 7th and Florida--20,646 SF
Assisted Living Site, 7th and S St NW--41,351 SF
SSL 2877 0933, Georgia Ave. and V St--58,607 SF
HU Commercial Land North of Florida Ave.--+462,757 SF

TOTAL HU Ownership = over 13 acres (over 583,361 SF)

OTHER PRIVATE OWNERS - Land

Jemal's Wonder Bread, 641 S St NW--23,881 SF
Atlantic Plumbing, Squares 2873 and 2875--70,567 SF
United House of Prayer Site, 1709 7th St NW--15,925 SF
Others north of Florida Avenue (aggregate)--166,865 SF

TOTAL OTHERS = over 6 acres (277,238 SF)

TOTAL NON-PUBLIC SITES: approx. 20 acres

The ratio of public to private assets is 1:3.33. Given this, many of the development goals for this area should be shared by both public and private sector asset holders. The District should consider providing zoning and/or other incentives for private owners' adherence to this plan and its goals for affordable housing and local business development.



Transit Oriented Development. A smart growth management initiative wherein the District actively seeks simultaneously to capitalize upon its transit and high-volume traffic corridors to enhance existing neighborhood centers by creating active, compact and dense neighborhood development opportunities. The Project Area is served by both the Shaw-Howard University and U Street / African-American Civil War Memorial / Cardozo Metro stations on the Green Line as well as significant bus service.

CHALLENGE: TOD initiative seek to maximize densities around Metro stations, and area stakeholders largely endorsed higher densities at both Project Area stations, particularly to produce more affordable housing. The TOD initiative should be adopted as public policy. The current zoning makes achieving the density needed to make more affordable housing with limited public subsidies challenging. Both the Columbia Heights and Petworth Metro stations have more favorable zoning and will produce desired mixed use results. This Project Area should be rezoned as needed to achieve the height, bulk and use recommendations of this Framework.

Transit Enhancements. A preliminary and ongoing assessment of potential corridors and routes for expansion of the District's mass transit network. The Georgia Avenue / 7th Street corridor is one of several priority transit enhancement corridors being assessed now to determine capacity and preferred transit mode. Expanded mass transit options are strongly encouraged. Some stakeholders attending planning meetings have requested that existing Yellow Line service be extended along the same path as the Green Line within the District. WMATA officials believe this would not be cost effective.

CHALLENGE: Retail or commercial property owners are likely to request that the maximum amount of on-street parking is maintained.

Parking Demand Management. A policy that focuses on creating livable neighborhoods while supporting successful retail through efficient management of parking demand and resources that may include

creative pricing strategies, shared parking, municipal parking, shuttle and transit programs, and flexible design.

CHALLENGE: The District should assess how much structured or surface parking is needed at its urban, transit centers. On the one hand, stakeholders want walkable environments geared toward pedestrians and bicyclists, as they were historically and as encouraged by the TOD initiative, but they also want as much parking as possible so that current residential parking supply is not negatively impacted by new development. Retailers and housing developers also claims difficulty reaching the targeted market without it. A shared parking system is needed although many of the sites within the Project Area are private and will likely require new public policy or an agreement wherein private property owners are provided incentives to accommodate some degree of public parking on their sites, but there are significant cost implications. Building public parking should be decisively considered. DDOT's U Street / Shaw Transportation & Parking Study should seek to provide technical information and recommendations in response to the transportation, parking and transit concerns for the Area.



reSTORE DC / DC Main Streets. A partnership between the District government and local community organizers to revitalize the District's neighborhood business districts through a preservation-based, comprehensive and systemic strategy for retention and attraction of preferred neighborhood uses. The 14th & U Street Main Street was designated in 2002. Shaw Main Streets was designated in 2003. Both organizations play a vital role in fielding local business development concerns and seeking responses from District agencies. The service areas for the two Main Streets overlap within the Project Area.

CHALLENGE: The two Main Street districts are different from each other in terms of age, development patterns, and market, but both are willing to work together to achieve mutual goals. The Project Area is sufficiently different from both existing districts, however, that a management entity might be considered to focus on destination oriented business develop-

This plan challenges public and private asset holders to develop mixed used, mixed-income developments wherein affordable housing units are created at not less than a minimum of 20% of total units, but preferably at the community's preference of 30% and at rates that reach the very low income (0 - 30% of AMI).



ment within the Framework of this Plan. That entity should be a joint effort of both Main Street districts. Simultaneously, reSTORE DC will need to think strategically and fiscally about how it can or will begin to address rent affordability within neighborhood commercial districts where rental rates and the price of commercial real estate are climbing.

Strategic Neighborhood Investment Program (SNIP). A targeted investment policy wherein priority District neighborhoods or locations receive a series of comprehensive public actions or funds to complement and/or catalyze private sector investment. Greater Shaw / U Street neighborhood is a targeted neighborhood. The actions by public agencies are tracked by the Office of the Deputy Mayor for Planning and Economic Development.

CHALLENGE: Development in the District typically takes around four (4) years for construction to start. The market conditions are currently favorable but can change. Change might also happen with those who are tracking or working with District agencies to make sure that development targets are met. Completion of this plan marks a significant opportunity for District asset holders to move toward disposition as soon as possible after this planning process ends to achieve results. This plan should serve as an official guide for physical development for five (5) years and should help to determine successes and shortcomings. Additional work will need to be done in outlying years to ensure plan success.

Housing and Re-population. A Mayoral initiative to recapture a portion of the 300,000 citizens lost over the last three decades and to enhance the District's human capital by creating and rehabilitating housing for a wide spectrum of individuals and families.

CHALLENGE: This Plan includes both housing development and cultural / destination development recommendations. These two use groups of residents and destination patrons are sometimes in conflict, even within the heart of the city. Both can and should be accommodated within this neighborhood district.



Apprenticeships / Jobs Opportunities. The District government has a mandatory apprenticeship law that requires all prime contractors and subcontractors, who perform new construction and renovation work on District government assistance projects in excess of \$500,000 in a single contract let, or cumulative contracts within a twelve month period are required to register apprenticeship programs with the D.C. Apprenticeship Council. The First Source Agreement Program assures city residents priority for new jobs created by municipal financing and development programs. It mandates that all projects funded in whole or in part with District of Columbia funds, or other funds which the District administers, shall provide for increased employment opportunities for District residents. Each employer in the program must sign an agreement ensuring that all job openings created are listed with the Department of Employment Services and 51% of new hires are District residents.

CHALLENGE: Area residents want priority for opportunities. Main Street programs are also a source for targeting local residents for retail jobs.



(above) **GreenTeam announcement at Bohemian Caverns.** GreenTeam is an innovative program developed by 14th & U Main Street, Cultural Tourism DC, and community partners. The program provides living wage jobs to homeless residents who provide clean, safe and hospitality services in the 14th & U Main Street district.

Crime and Safety. Implementation of this plan will require the active and proactive participation of many public agencies, including and especially the Metropolitan Police Department (MPD). The area has a strong market for development, but successful implementation depends upon the ability of the area to demonstrate reduced crime and to put forth an environment that is safe and inviting.

CHALLENGE: MPD has shown a willingness to work proactively in many parts of the city. Likewise, the MPD should assign sufficient staff to work

cooperatively with Main Street, business and resident stakeholders to develop a crime prevention strategy to foster a real and perceived safe environment in the short term for long term benefits. Also, MPD should coordinate with DDOT as it plans for transportation, parking and streetscape improvements. Principles of Crime Prevention Through Environmental Design (CPTED) should be incorporated as possible.

MEETING PROGRAMMATIC OBJECTIVES

Market Summary and Conditions. Technical market analysis for this planning effort supplemented a related analysis for the Convention Center Strategic Development Planning process. Analysis revealed a trend toward higher cost housing and commercial development. This trend underscores the need to produce more affordable housing in sizes adequate for families. The analysis revealed the following demand for the next five (5) years (2004-2009):

| | |
|--------------------------|----------------------|
| Rental housing | 160-320 units |
| For sale housing | 815 units |
| Retail | |
| Restaurants/carry out | 45-55,000 SF |
| Selected shoppers goods | 32-40,000 SF |
| Personal & convenience | 6-10,000 SF |
| Office | Pre-leasing required |
| Hotel (long term demand) | 100-200 rooms |

Currently, trends indicate that rents and for sale condominium prices are as follow:

| | |
|-----------------------|---------------------|
| Rents | |
| One bedroom apartment | \$1,460 to \$1,660 |
| Two bedroom apartment | \$1,790 to \$1,940 |
| Retail | \$18 to \$45 per SF |
| Office | \$22 to 32 per SF |
| Condominiums | \$375,000-\$475,000 |

The average household income of \$85,400 for a family of four (as of January 2004) within the metropolitan region. However, in the context of the immediate neighborhood, the median household income is under \$45,000 within one-mile of the Project Area. Additionally, several existing multifamily affordable housing sites have affordability contracts which are soon to expire.

This Framework challenges public and private asset holders to develop mixed used, mixed-income developments wherein affordable housing units are created at not less than 20% of total units, but preferably at the community's preference of 30% and at rates that reach the extremely low income (0 - 30% of AMI). Similar results should be achieved for local

business development, attraction and retention as well to ensure economic and retail diversity.

The Howard Theatre and Cultural Heritage. This plan recommends that the physical shell of the Howard is maintained and restored while the interior is retrofit to accommodate a 500-600 person live entertainment venue which supplements its operating revenue with dining and beverage sales. Additionally, the theatre should include a small museum and gift shop to serve as a daytime destination and revenue generating source. The Howard Theatre should be developed in conjunction with NCRC's RLA Parcel 33 so that a parking solution for the Howard Theatre can be achieved.

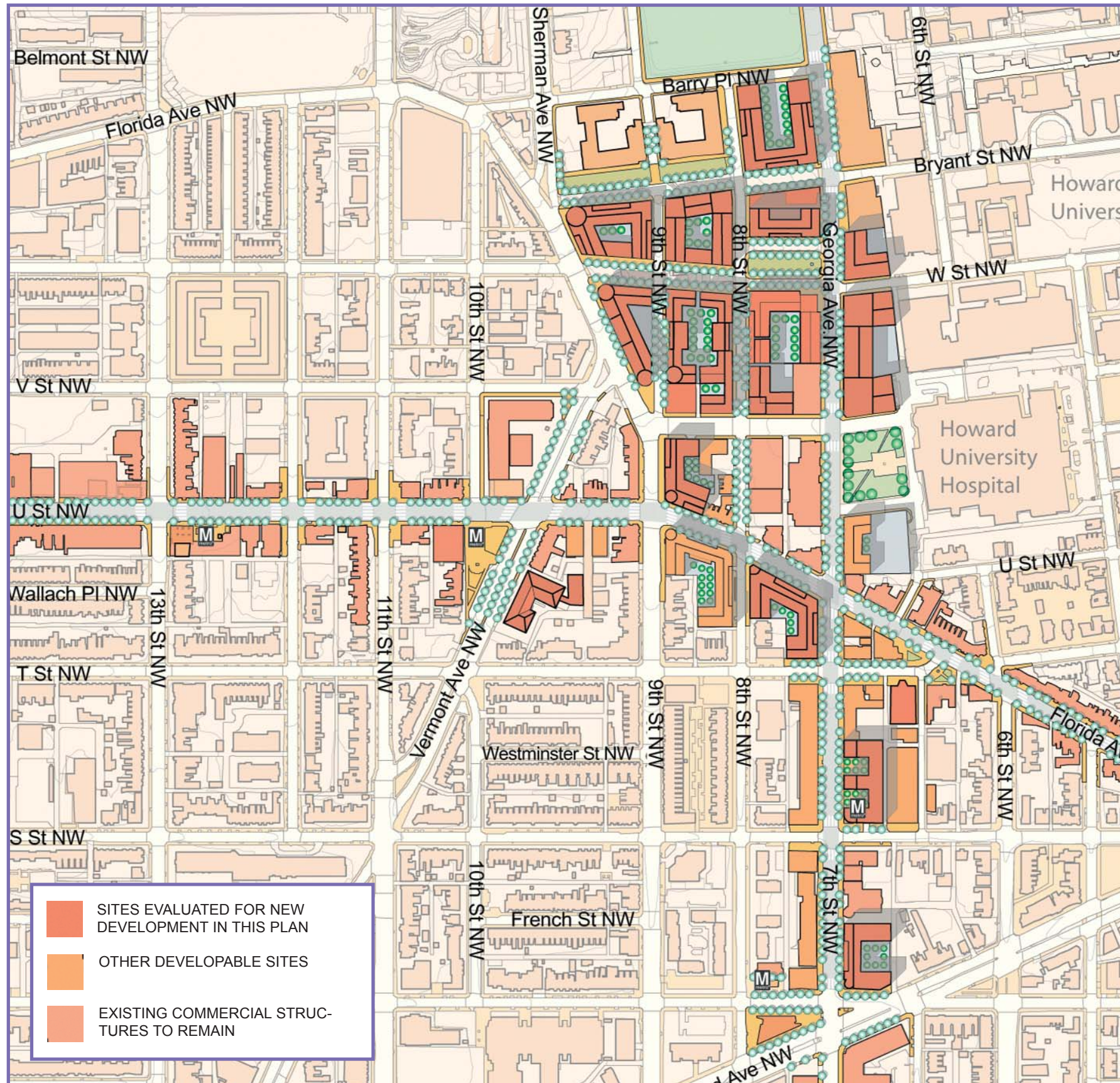
Between the Howard and Lincoln are a number of cultural heritage sites, which are in varied states of readiness to accommodate visitors. Those sites include the True Reformer, African-American Civil War Museum and Memorial, Ben's Chili Bowl (former Minnehaha Theatre), Bohemian Caverns, Industrial Bank, and the Black Fashion Museum. Other sites are within close proximity to the commercial corridors. *At least one, preferably two, new and additional destination sites are needed to complete the destination district. This plan recommends that those two are preferably located at high visibility points along the commercial corridor: the Housing Finance Agency site at 9th and Florida Avenue; and Howard University's CVS site at 7th and Florida Avenue.*

In the context of shifting availability of public funds, each destination district site should grow to become or be expected to be self-sufficient, competitive within the local, regional and/or national markets, and extremely well managed. Public resources should be used strategically to support worthwhile uses which complement this Development Framework and as supplement to revenues produced or raised by those organizations.

Howard Theatre ad.



Completion of this plan marks a significant opportunity for District asset holders to move toward disposition as soon as possible after this planning process ends to achieve results.



VII. Planning & Implementation Principles

A - Placemaking

Create a cohesive and memorable place with diverse sub-areas whose primary functions and/or focus may be somewhat different.

B - Design Guides

Knit new development with surrounding neighborhoods and the Howard University campus to respect their character and to honor the pedestrian in this transit oriented environment.

C - African American Cultural Heritage

Promote cultural tourism initiatives based on the rich African American historical and cultural assets of the area that will bring economic development opportunities for local residents and businesses.

D - Destination Venues

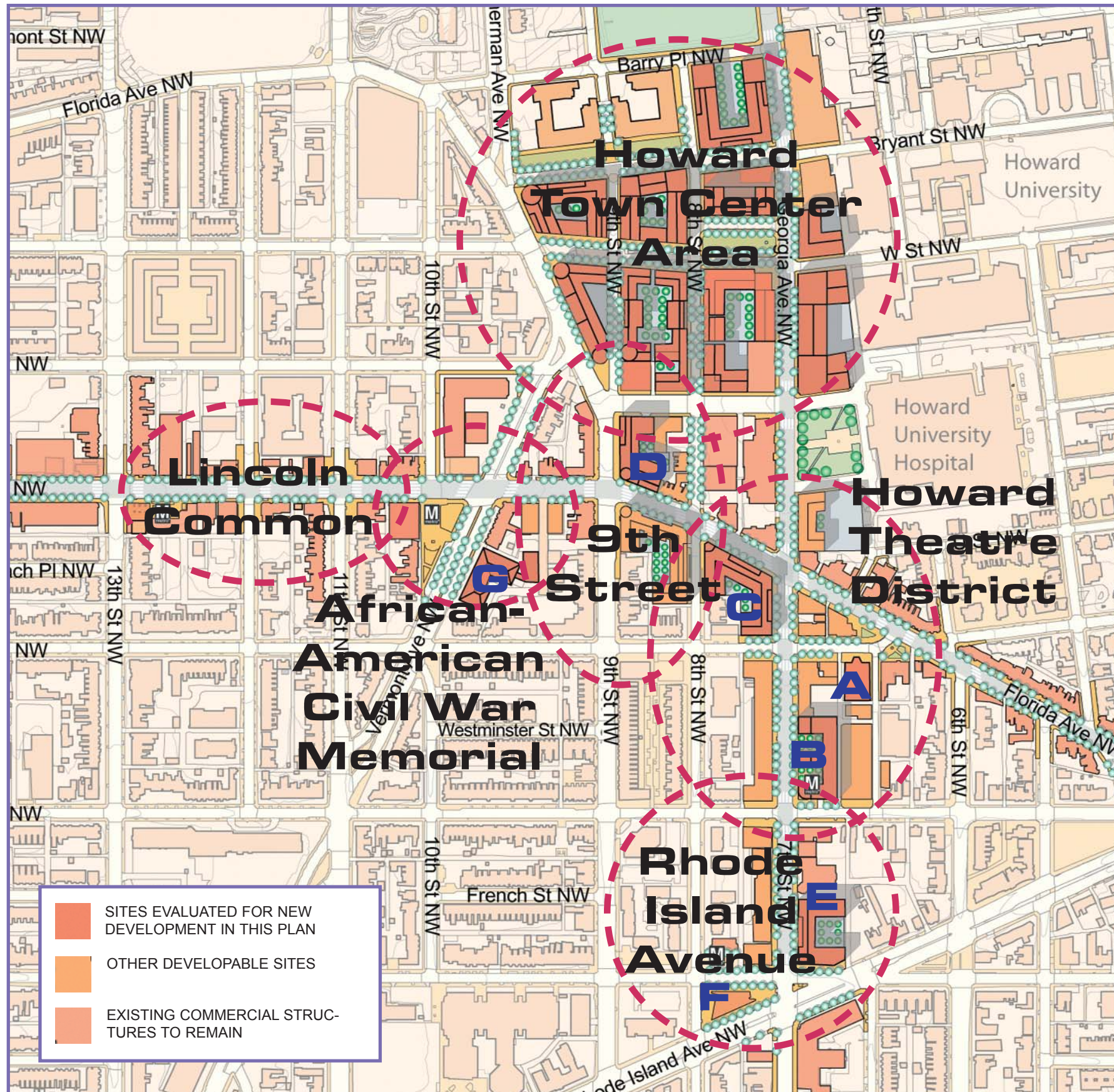
Allow for the active expression and appreciation of music with particular emphasis upon the area's jazz heritage.

E - Retail Development

Foster a spirited environment of local entrepreneurship in which local businesses are provided enhanced services and opportunities and the best in new retail ideas are supported.

F - Local Access & Participation

Ensure that existing residents receive opportunities and a voice in shaping how the destination district develops.



A. Placemaking

Create a cohesive and memorable place with diverse sub-areas whose primary functions and/or focus may be somewhat different.

- | | | |
|-----------------------|--|---|
| 1 | Howard Theatre District | "Performing Arts Anchor" |
| Public Assets: | A. Howard Theatre (Ellington Plaza) B. NCRC + WMATA Parcels C. WMATA + Howard CVS | |
| 2 | 9th Street | "Eclectic Shops / Dining / Entertainment" |
| Public Assets: | D. Housing Finance Agency Site Also, WMATA parcels | |
| 3 | Rhode Island Avenue | "The Residences" |
| Public Assets: | E. NCRC + UHOP Parcels F. Watha T. Daniel/Shaw Neighborhood Library Also, WMATA Parcels at Shaw Howard University Metro South Entrance | |
| 4 | African-American Civil War Memorial | "Cultural Arts Center" |
| Public Assets: | G. Grimke School (Memorial Plaza) Also, Garnet-Patterson School | |
| 5 | Howard Town Center Area | "University District" |
| Public Assets include | Bond Bread Building | |
| 6 | Lincoln Common | |
| Public Assets include | Lincoln Theatre | |

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with diverse sub-areas